

# AGCBLUEPRINT

Issue 2015.4

Associated General Contractors of Arkansas



*#SafetyFirst*

Buying into Safety  
Confined Space Rule  
13 Steps to Safety





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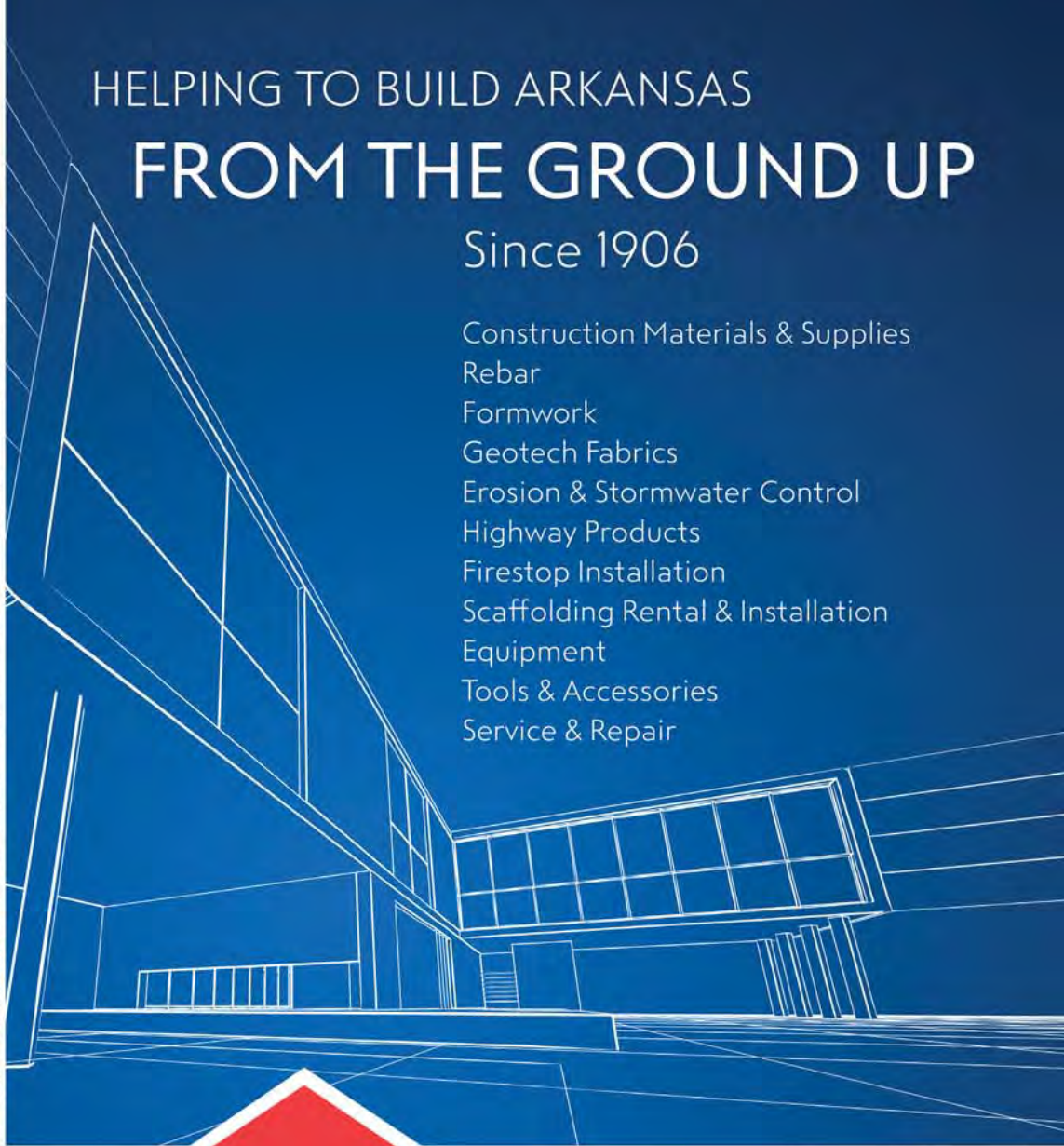
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# Buying into Safety

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*by Joe Morgan*  
*AGC Safety & Training Manager*

WHAT IF SOMEONE TOLD YOU OF AN INVESTMENT OPPORTUNITY WHERE YOUR GUARANTEED RETURN WOULD BE BETWEEN \$2 AND \$6 FOR EVERY DOLLAR YOU PUT IN? THAT'S RIGHT, UP TO 6 TIMES YOUR INITIAL INVESTMENT.

To most people, this would obviously be an easy sell. Unfortunately, many companies see safety as an expense rather than an investment because the benefits can be hard to quantify. But safety is an investment in your most precious asset, your employees. While many companies already understand this and are taking a proactive approach to protecting their employees, there is always room for improvement. There are many available resources out there, including AGC Arkansas, that are there to help you develop or strengthen your safety plan but first let's understand why it is so important.

## **The Gateway Arch Construction**

Construction of St. Louis' Gateway Arch began in 1963, almost a decade before OSHA was established. During early stages of the planning process, insurance underwriters estimated that 13 workers would die during what would

be construction of a very ambitious two-year project. Unfortunately, this was normal practice during major construction projects prior to the 1970s. But a few safety conscious individuals stepped up and deemed this or any planned death toll to be unacceptable. Instead, a proactive approach was taken and the money budgeted for untimely deaths was instead used for safety controls to protect workers. When all was said and done, the Arch was completed without a single fatality, quite a feat for a project of its size and complexity.

## **How Much Does an Injury Cost?**

The builders of the Gateway Arch proved you could save money by investing in safety but what does a lost-time injury really cost? There are several factors to consider when trying to figure out the average cost of injuries or fatalities. Both the Center for Disease Control and Na-

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tional Safety Council provide data for estimated costs of occupational fatalities ranging anywhere from \$900K to \$1.4 million. The problem with these two numbers is that they only include direct costs, such as workers' compensation, medical expenses, civil liability and property loss. The National Safety Council estimates indirect costs (lost productivity, replacing the loss of an employee, increased insurance premiums, attorney fees) can be as much as \$2.12 for every dollar in direct costs. Total these factors and the average cost of a fatality now quickly approaches the \$3 million mark. So regardless of whose data is more accurate, a fatality or injury can carry a heavy burden of associated costs impacting a company's bottom line and reputation for worker's safety.

### Proving the Investment

Paul O'Neill was chairman and CEO of the Pittsburgh industrial giant Alcoa from 1987 to 1999. When he took the reins of this multi-national company with a market cap of \$3 billion, O'Neill immediately made it clear that employee safety was his #1 goal. He was met with much resistance from Board members and investors. Many financial advisers suggested people should sell their Alcoa

stock immediately because O'Neill was going to run the company in the ground. But he didn't intend to create this new safety culture by simply ordering everyone to work safely, he intended to change the existing habits of employees and create new ones. This approach resulted in a new safe work culture that took Alcoa's rate of time lost to less than one-twentieth of the U.S. average.

This safety driven CEO, did something no one predicted when he started: He took the already successful Alcoa profits to astonishing growth and made Alcoa what many considered the world's safest company. In the end, that 1986 \$3 billion company experienced sales growth of 15% each year and grew to a \$27.53 billion company when O'Neill retired in 2000. Over a decade later, Alcoa still utilizes the safety practices that O'Neill incorporated to create such a dominate safety culture.

### Selling Safety

So how does one create a successful health and safety program that positively impacts a company's balance sheet? The first and most important step is to have the commitment of senior management. Many safety professionals have had their hands tied by upper management who only view safety as a cost and something that slows down production. This lack of support has caused safety professionals

across the country to compromise their own commitment to safety or sometimes even leave the position to find a more safety-conscious company. For some, perhaps this could have been prevented if they had successfully sold the idea of safety to upper management.

During my time in the safety field, I have been surprised that sales techniques are a big part of my job. I have researched and studied sales and business techniques just as much, if not more, than safety topics. As safety professionals, we are faced constantly with convincing or "selling" management on different techniques or safety products in order to protect workers while still making productivity efficient.

In the end, an investment in safety is a way to protect their most important asset - their employees. A culture of honest concern for employee health and safety will boost morale, and in turn, create better productivity and efficiency. The positive financial impact of such an investment may not be immediately recognized but it will more than pay for itself in the long run.

### Help Along the Way: OSHA's Safety Pays

Many good resources exist to help companies access and implement a quality safety and health program. For example, OSHA has created the "Safety Pays" program to help employers assess the impact of occupational injuries and illnesses on their profitability. "Safety Pays" uses a sliding scale to calculate indirect costs of injuries and illnesses. The program uses a company's profit margin, the average costs of an injury or illness and an indirect cost multiplier to project the amount of sales a company would need to generate to cover those costs.

OSHA's "Safety Pays" program is free to all employers. Learn more at [www.osha.gov/dts/osha/oshasoft](http://www.osha.gov/dts/osha/oshasoft).

### Proactive Approach: Injury & Illness Prevention Programs

Many states have requirements or voluntary guidelines for workplace injury and illness prevention programs. In addition, many employers already have these programs in place and have found success in reducing the number and severity of workplace injuries.

These programs are beneficial to  
*continued on page 8*

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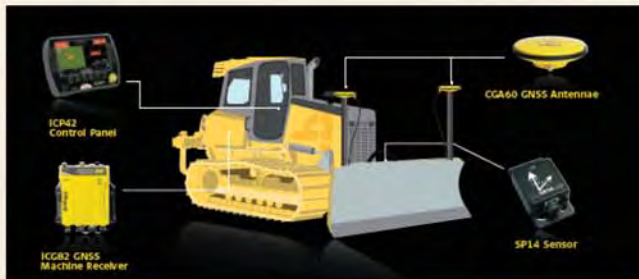


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## Buying into Safety

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both the employee and the employer alike. Everyday approximately 13 workers are killed on the job and another 9,000 suffer a job-related injury. By successfully implementing a prevention program, employers take a proactive approach to insure the safety of their employees by eliminating much of the risk associated with their jobs.

The employers will reap benefits as well. As mentioned many times before, safety is an investment, and the more and faster a company embraces this fact the sooner it will receive the return. Employers will gradually see their injury and lost time rates decline which has the bottom line impact of lower medical costs, lower workers' comp costs and a decline in insurance premiums.

### Engaging Your Employees

For any safety culture to succeed, employees must be involved. If employees are not engaged, even with great safety programs in place, a company could still may see high rates of work-related injuries and illnesses. Here are a few ways to involve employees in the development of a safety program:

- Utilize surveys
- Involve employees in program development
- Ask for employee feedback
- Develop a safety incentives program

Safety incentive programs have faced negative criticism. Many believe that such programs encourage employees not to report incidents for fear of not receiving the incentive. Some companies combat this by also encouraging and rewarding employees for finding a safety concern and preventing a potential incident.

Another way to demonstrate a company is committed to safety is to create a safety committee. These committees can be a great asset to any system. The committee should include an employee from each of the different sectors of the company to solicit concerns and ideas, which will only increase ownership in a proactive safety culture.

### The Complete Safety Package:

A quality written safety program is a must. Not necessarily a 1,500 page binder written by a third party vendor who only has a vague idea of what a construction company does. An ideal written safety program is one that has accumulated ideas from people throughout the organization and focuses on specifics, with employee safety being the #1 goal.

Employees must be involved with all aspects of the process and implementation. Make sure they know how to do their specific job and how to do it safely. Develop initial and periodic training that makes sure employees know the company's safety procedures, including retraining when any new policy changes take

place. In the event of an incident, it may also be important to retrain employees to prevent the reoccurrence of a similar incident.

To both employees and management, these safe methods may seem tedious and time consuming, so it's important that everyone understands on the front end there is a method to the madness. Yes, safety saves a company money but, first and foremost, it protects the employee so he or she can go home every day in the same condition they arrived.

### The Reward

More than \$40 billion is paid each year by employers and their insurers in worker's compensation benefits. This amount is unacceptable and could be cut dramatically through an investment in safety. These positive changes may come in the form of higher morale, a boost in production, reduced incidents or a combination of all the above. This long term investment will add to the overall health of the company and help insure the employee has the opportunity to one day retire happy and healthy.

Invest in safety today. Create a new safety-focused culture. Set the standard for your industry and watch your investment grow. ■



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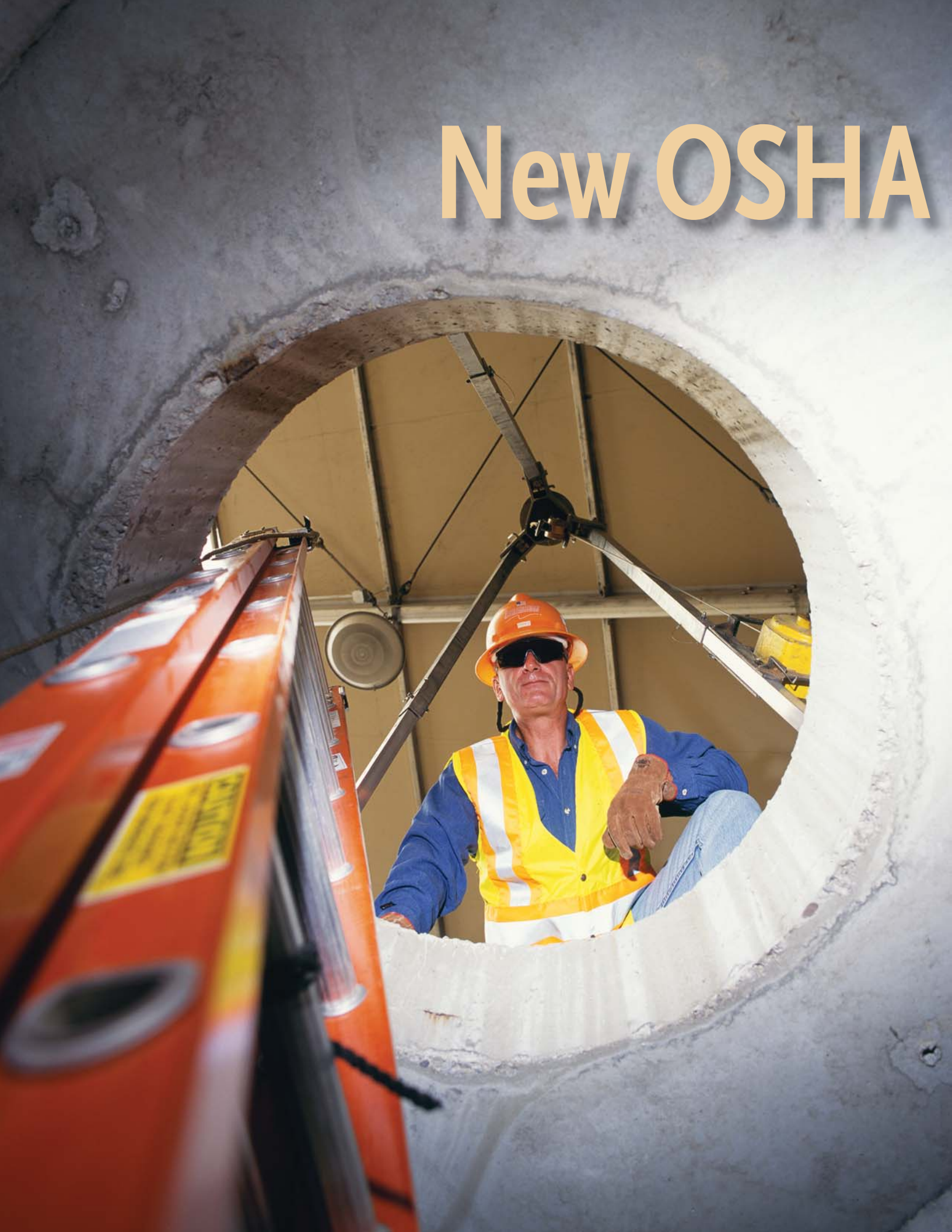
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# New OSHA





# CONFINED Spaces Rule

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## *Protections in construction now match manufacturing and general industry*

*by David V. Dow  
Chair of the Training Committee  
for the North American  
Excavation Shoring Association  
(NAXSA)  
Vice President,  
TrenchSafety and Supply, Inc.*

ON MAY 1, 2015, THE OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION (OSHA) ISSUED NEW STANDARDS AIMED AT INCREASING PROTECTIONS FOR CONSTRUCTION WORKERS IN CONFINED SPACES. THE NEW REGULATIONS WENT INTO EFFECT IN MOST STATES ON AUGUST 3, 2015.

The construction industry now has its own Confined Spaces Standard (29 CFR 1926, Subpart AA), which is similar to the already well-established standards that cover general industry. The new standard covers all construction employers whose employees may be subject to confined space hazards (with the exception of specialized construction activities such as excavations, underground construction, caissons, cofferdams, compressed air and diving, which are separately regulated). This new standard differs from the General Industry Standard in that it incorporates construction-specific provisions, it reflects advances in technology, and it includes improved enforceability of the requirements. The new standard places emphasis on training, monitoring and evaluating, and communications requirements.

In 2014, two workers were asphyxiated while repairing leaks in a manhole. The second worker went down to save the first and died, which is not uncommon in confined spaces.

"In the construction industry, entering confined spaces is often necessary, but fatalities like these don't have to happen," said Secretary of Labor Thomas E. Perez. "This new rule will significantly improve the safety of construction workers who enter confined spaces. In fact, we estimate that it will prevent about 780 serious injuries every year."

The Assistant Secretary of Labor for Occupational Safety and Health, Dr. David Michaels, added, "Unlike most general industry work sites, construction sites are continually evolving. The number and characteristics of confined spaces change as work progresses. This (new)

*When Authorized Entrants are in a permit-required confined space, an Attendant OUTSIDE the confined space is required by the new OSHA standard.*

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## Confined Spaces

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rule emphasizes training, continuous work site evaluation, and communication requirements to further protect worker safety and health.”

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### What exactly IS a Confined Space?

OSHA defines a confined space as having the following three characteristics:

- It is large enough for a worker
- It has limited entry and exit
- It is not designed for continuous occupancy

The new confined space in construction standard — in Sec. 1926.1201(a) — provides more than 30 examples of confined spaces, and that list is not exhaustive. Common examples include

bins, boilers, manholes, tanks, storm drains and air conditioning ducts. Additionally, a confined space may also qualify as a permit required confined space (often called a “permit space”) if it presents other potential dangers, such as a hazardous atmosphere, an engulfment hazard, or other serious hazard which might impede a worker exiting the space. Other provisions apply to a permit space. For example, if an employer requires employee(s) to enter permit spaces, the employer will first be required to have a written confined space program.

### How Does the New Standard Compare to the General Industry Version?

OSHA identifies five differences between the new Confined Spaces in Construction standard and the General

Industry rule:

1. Multi-employer work sites — Recognizing that the construction industry often involves many different contractors and subcontractors, the rule provides for a more coordinated approach. This includes pre-entry planning including having a Competent Person:

- Identify the confined spaces
- Further identifying permit spaces
- Evaluate potential hazards, and
- Ensure that those hazards are eliminated or controlled

That information will be relayed to the various on-site employers whose job it is to train their respective employees, and designate which employees are authorized to enter a permit space. Another provision for permit spaces requires an attendant to be positioned outside the



Workers enter a very active 42” sanitary sewer. They had completed training, and conducted a thorough hazard analysis before entry. The workers used multiple ventilators, a gas monitor, a fall-protection/retrieval system, personal protective equipment, and a Confined Space Entry Permit to safely complete the job.





*This sewer lift station is just one example of a confined space that meets one or more of OSHA's criteria for Permit-Required Confined Spaces.*

permit space for the duration of work being performed.

2. Ensuring that hazards are not introduced to a confined space by workers performing tasks outside the space. One example is a gasoline-powered generator running nearby, but outside, the space that causes carbon monoxide to build up inside the confined space.

3. Requiring continuous atmospheric monitoring whenever possible.

4. Requiring continuous monitoring of engulfment hazards.

5. Allowing a permit to be suspended, rather than canceled.

Three new provisions clarify existing requirements in the General Industry Standard:

1. Requiring employers to prevent worker exposure to physical hazards through elimination or control.

2. If and when an employer is relying on local emergency services, the employer should alert the emergency services of this, and ensure that the emergency services, in turn, inform the employer if something arises which would prevent them from responding to an emergency.

3. Training must be in a language and use vocabulary that is understood by the employee. If work assignment or conditions change, further training may be required.

Employers are responsible for making sure that only authorized employees enter a permit space. Employers must take effective steps to ensure that non-authorized personnel do not enter.

Further, when there is a permit space at a work site, an employer is not absolved of responsibility by NOT making a decision about whether its employees can enter the space. According to OSHA, not making a decision will be construed as tacit approval. Additionally, entering the permit space is defined as any part

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## Confined Spaces

from page 13

of a person's body breaking the plane of an opening into the space.

Under the Occupational Safety and Health Act, employers are responsible for providing safe and healthful workplaces for their employees. OSHA's role is to ensure these conditions for workers by setting and enforcing standards, and providing training, education, and assistance. For more information, visit [www.osha.gov](http://www.osha.gov).

For more about the new regulation, compliance assistance documents and other OSHA resources, visit [www.osha.gov/confinedspace](http://www.osha.gov/confinedspace). ■

Thanks to OSHA and attorney Tressi L. Cordaro for information contained in this article.

David Dow is Chair of the Training Committee of the North American Excavation Shoring Association (NAXSA) ([NAXSA.org](http://NAXSA.org)) and co-founder and Vice President of TrenchSafety and Supply, Inc.

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This contractor continuously ventilated this confined space during a water line inspection, and the people who entered the space each carried an atmospheric gas monitor. A retrieval system, using anklets and lifelines, was also set up so that the Authorized Entrant could be pulled to safety in the event of an emergency.

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### NEW Confined Spaces in CONSTRUCTION

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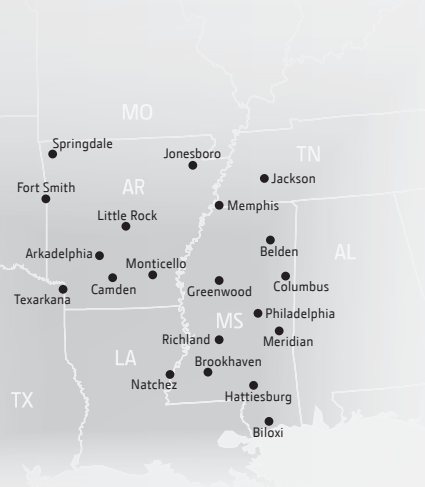
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# 13 Proven Steps

## *To improve construction worker safety*

*by Kevin Cannon  
Senior Director,  
AGC Safety and Health Services*

AFTER MAKING SIGNIFICANT PROGRESS IN REDUCING THE TOTAL NUMBER OF CONSTRUCTION FATALITIES FROM A RECORD HIGH OF 1,239 IN 2006 TO A RECORD LOW OF 738 IN 2011, THE TOTAL NUMBER OF CONSTRUCTION FATALITIES HAS ONCE AGAIN BEGUN TO INCREASE. THE BUREAU OF LABOR STATISTICS REPORTED THAT 874 CONSTRUCTION WORKERS — RESIDENTIAL AND COMMERCIAL — DIED IN 2014.

So we are urging all firms, regardless of their size, to take the following 13 steps to further improve workplace safety with a special focus on making sure the growing number of new and relatively inexperienced workers joining many firms have the training needed to protect themselves and their co-workers. Take a look at the tips below and see what you can do to enhance your company's safety standards.

### **NEW EMPLOYEES**

#### **1.**

#### **Establish a buddy system for all new hires:**

- During orientation assign experienced workers to serve as a new hire's safety sponsor.
- After 30 days the sponsor and supervisor evaluate new hire's application of training and understanding of how to perform assigned tasks safely.

*continued on page 21*



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## 13 Steps from page 19



- Both must sign off that worker is ready to work safely without a buddy or the buddy process continues until the new worker has proven they can work safely.

## 2.

### Hold safety orientation sessions for all new hires, including temporary workers:

- Require every new hire - whether full time, permanent, part time, temporary, and/or labor-firm staff, to complete a safety orientation system before being allowed to work on a project. This orientation should be separate and independent from the general administrative orientation.
- The orientation system includes photos depicting common and not-so-common (lightning, weather) hazards on projects that trainees are quizzed to recognize.
- The orientation includes interactive hazard recognition and group discussion on controls.
- The orientation process covers company policies, procedures, and principles covering work rules and conduct.
- The orientation includes a verification of competency in the skill or craft the employee was hired to perform.

## ONGOING TRAINING

## 3.

### Ensure managers and supervisors have the appropriate Leadership and Effective Communication skills critical to instill safety culture and concepts into the workforce.

- All personnel in supervisory or managerial positions shall complete initial management training so they can learn effective leadership and communication skills. This training and continuing leadership education should be an

essential element of individual development plans for those in leadership positions.

- These skills are essential to getting workers to embrace an effective safety culture, including grasping and implementing appropriate safety concepts and procedures.

## 4.

### Institute two separate Pre-Task Hazard Analysis training programs.

- Create distinct pre-task hazard analysis training programs; one for the crew and one specifically designed for 1st line supervision.
- These programs will help workers operate safely.
- These programs will train supervisors to effectively fulfill their obligation to ensure workers are operating safely at all times.

## 5.

### Hold monthly Lunch and Learn safety training programs.

- Organize and host monthly safety lunch and learns.
- Include 30-minute presentations from craft workers on pre-determined safety topics.
- Workers learn from their peers, (not from supervisors); an effective means to acquire skills.

## 6.

### Require All Foremen and/or Superintendents to attend Leadership in Safety Excellence certification courses.

- Project leaders such as foremen and superintendents are critical to the success of the day-to-day performance and implementation of a company's safety program.
- Providing them with the necessary skills to effectively communicate the mission is key to this success.

## 7.

### Hold Targeted Safety Training to address all safety incidents.

- Identify safety incidents and details.
- Quickly follow up by communicating targeted messages designed to address specific safety hazards involved to avoid similar future incidents. The message can be communicated in bulletins, e-mail, team meetings, formal training, or other appropriate forums.

## 8.

### Make sure all Training and Materials are in the Language of the entire Workforce

- Workforces may include workers
- continued on page 22*

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with limited English skills.

- Offer safety training in English and other languages as the need arises, to ensure understanding by all workers.

## 9.

### Train Your Trainers.

- Training others requires effective communication and training skills.
- Provide “Train the Trainer” instruction to all personnel responsible for training others.



- Training the Trainer will help improve the effectiveness of the safety training provided.
- Retaining “science of teaching” consultants to train the trainers on basic instructional skills and/or retained to develop a program implemented in-house can greatly improve the Train the Trainer programs.
- Professional trainer certification and credentialing through OSHA and BCSP ensure adequate rigor in Trainer education.

## OPERATING PROCEDURES

## 10.

### Create worker task-specific “pocket safety guides” for every task they are assigned.

- Laborers may get just one guide for the scope of their task; others, such as equipment operators, may get several pocket guides.
- Guides must be kept on their person and produced upon request by supervisor.
- Workers are required to verbally explain the safe way to do their key assigned tasks.
- During morning meetings workers are called upon to lead the meeting using their pocket guide.

## 11.

### Establish craft-specific safety mentoring programs.

- Schedule monthly mentorship meetings where craft workers of varying tenure meet to help each other understand and discuss safety-related procedures, processes, and lessons learned.
- At the end of these meetings, the craft workers will summarize the results and share them with senior management to identify areas that may require additional focus.



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## 12.

**Issue easy-to-read badges to all workers indicating their level of training.**

- Issue easy-to-read badges (for example, badges that use QR codes or color coding) that identify each worker's level of training and certification for operating equipment.
- Badges are issued to every worker on a project, regardless of whether they work for a GC or a subcontractor.
- Badges allow everyone on a project to be aware of every worker's training and certification level so they can be assigned appropriate tasks.

## 13.

**Authorize all workers to issue Stop Work Cards to address safety risks.**

- Issue every worker a "Stop Work Card".
- Instruct every worker that they can use their "Stop Work Cards" to temporarily halt construction activity on a project if they identify a legitimate safety hazard.
- Make it clear to all workers there are no repercussions for using the "Stop Work Cards." ■



*For more information, please contact Kevin Cannon, Senior Director, AGC Safety and Health Services, at 703.837.5410 or [cannonk@agc.org](mailto:cannonk@agc.org).*

## For local safety assistance



Contact Joe Morgan  
AGC Arkansas Safety and Training Manager  
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C: 501.388.2132  
[jmorgan@agcar.net](mailto:jmorgan@agcar.net)



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# OSHA gets proactive

by *Carlos Reynolds*  
Area Director, OSHA –  
Little Rock



What do you think of when you hear the name OSHA? Most often, the first thought refers to the enforcement actions taken to protect employees during occupational work activities. However, did you know that the agency also has an equally effective outreach program? Read on to learn more about OSHA's Compliance Assistance program to assist employers through education and training.

## **OSHA's Compliance Assistance Program**

OSHA provides compliance assistance through its national and area offices. Through hundreds of publications in a variety of languages, website safety and health topics pages, and through compliance assistance staff OSHA provides information to employers and workers on specific hazards and OSHA rights and responsibilities. For details, visit the OSHA Compliance Assistance webpage at [www.osha.gov](http://www.osha.gov).

Compliance Assistance Specialists (CASs) in each OSHA area office provide general information about OSHA standards and compliance assistance resources. Small businesses, trade associations, union locals, community and faith-based groups, and others may call on CASs to speak at seminars, workshops, and other events. CASs promote OSHA's cooperative programs, training opportunities, and information and tools available on the OSHA website or from the agency. CASs are not involved in enforcement activities.

## **The Alliance Program**

Through OSHA's Alliance Program, OSHA works with groups committed to safety and health, including businesses, trade or professional organizations, unions, and educational institutions, to leverage resources and expertise to develop compliance assistance tools and resources and share information with employers and employees to help pre-

vent injuries, illnesses, and fatalities in the workplace. OSHA and the organization sign a formal agreement with goals that address training and education, outreach and communication, and promotion of the national dialogue on workplace safety and health.

## **Partnership Program**

The OSHA Strategic Partnership Program (OSPP) provides the opportunity for OSHA to partner with employers, employees, professional or trade associations, labor organizations, state, on-site consultation programs, and/or other interested stakeholders. OSHA Strategic Partnerships (OSPs) are designed to encourage, assist, and recognize efforts to eliminate serious hazards and achieve model workplace safety and health practices. Each OSP develops a unique, formal agreement that establishes specific goals, strategies, and performance measures. The OSPP is available to all private sector industries and government agencies in locales where OSHA has jurisdiction. The Little Rock Area Office has an ongoing partnership with the Associated General Contractors (AGC) and occasionally will enter into a limited partnership with individual contractors. Please consider working with AGC and OSHA to participate in our partnership together to assist in improving your overall safety and health program.

## **OSHA Consultation Program**

The Arkansas Department of Labor's OSHA Consultation Program offers free and confidential advice to small and medium-sized businesses, with priority given to high-hazard worksites. On-site consultation services are separate from enforcement and do not result in penalties or citations. Consultants from ADOL work with employers to identify workplace hazards, provide advice on compliance with OSHA standards, and assist in establishing safety and health management programs.



Under the consultation program, certain exemplary employers may receive participation in OSHA's Safety and Health Achievement Recognition Program (SHARP). Eligibility for participation includes, but is not limited to, receiving a full-service, comprehensive consultation visit, correcting all identified hazards and developing an effective safety and health management program. Worksites that receive SHARP recognition are exempt from programmed inspections during the period that the SHARP certification is valid.

### What is VPP?

The Voluntary Protection Programs (VPP) recognize employers and workers who have implemented effective safety and health management systems and maintain injury and illness rates below national Bureau of Labor Statistics averages for their respective industries. Management and employees, including organized labor, agree to participate in the process and to work cooperatively and proactively to prevent fatalities, injuries, and illnesses through a system focused on: management commitment and employee involvement, hazard analysis, hazard prevention and control, and safety and health training. The VPP program is designed to foster continual Safety & Health improvement.

To participate, employers must submit an application to OSHA and undergo an onsite evaluation by a team of safety and health professionals. Union support is required for applicants represented by a bargaining unit. After the initial OSHA audit, if the site qualifies, the site will be recognized as a Star participant or a Merit participant. Approval into VPP is OSHA's official recognition of the outstanding efforts of employers and employees. VPP participants are re-evaluated every three to five years to remain in the program. Participants are exempt from OSHA programmed inspections while they maintain their VPP status. There are currently 41 Star VPP sites in the State of Arkansas. There are just over 2,000 sites in the nation.

### Benefits of VPP

Benefits to companies participating in the VPP process include increased employee motivation to workplace safety, improvement of existing safety and health programs, community recognition, and

participant sites generally experience from 60 to 80 percent fewer lost workday injuries than an 'average' worksite of the same size in the same industry.

### Special Government Employees (SGEs)

The Special Government Employee (SGE) Program was established to allow industry employees to work alongside OSHA during Voluntary Protection Programs' (VPP) onsite evaluations. Not only does this innovative program benefit OSHA by supplementing its on-site evaluation teams, but it gives industry and government an opportunity to work together and share views, best practices and ideas.

Qualified volunteers from VPP sites are eligible to participate in the SGE program. These volunteers must be approved by OSHA and funded by their companies to participate. After submitting an application and completing the required training, these volunteers are sworn in as SGEs and are approved to assist as VPP on-site evaluation team members. As VPP grows, the support of SGEs will continue to be a critical component of the programs. The SGE Program encompasses the spirit of VPP - industry, labor, and government cooperation. This cooperation embodies the idea of continuous improvement, which allows SGEs to bring a unique perspective to the team effort and take back to their sites ideas and best practices to further improve worker protections.

VPP was designed primarily for fixed

work sites; however Mobile Workforces, Demonstration Sites and Corporations can also participate. Mobile Workforce participation is for companies that typically function as contractors or subcontractors and for those companies whose employees move site-to-site. Demonstration sites are resident contractors at non-VPP sites. VPP Corporate is designed for corporate applicants who demonstrate a strong commitment to employee safety and health and VPP.

### The OSHA Challenge Pilot

The OSHA Challenge Pilot uses the VPP model as a foundation to provide a roadmap in a three-stage process to eligible employers interested in implementing effective safety and health management systems. Graduates of OSHA Challenge receive recognition from OSHA and an invitation to apply for VPP with possible expedited approval. OSHA Challenge is available to general industry and construction employers in the private and public sectors under OSHA's Federal jurisdiction.

*Carlos Reynolds is the Area Director in the OSHA-Little Rock Area Office. Reynolds attended Eastern Oklahoma State College, University of Texas at El Paso and Wayland Baptist University where he earned two degrees in Biological Sciences. He has held various positions with the U.S. Department of Labor/OSHA since 1992. Contact Carlos at [reynolds.carlos@dol.gov](mailto:reynolds.carlos@dol.gov).*



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# Safety Apps

Special thanks to AGC Annual Meeting presenter Todd Wynne, Construction Technology Manager at Rogers-O'Brien Construction, for sharing a few of his favorite apps to increase both safety and productivity.



**Bluebeam Revu \$9.99**  
by Bluebeam Software, Inc.  
*Access and mark up PDFs, verify measurements and collaborate in a cloud-based system.*

**360 Panorama \$1.99**  
by Occipital, Inc.

*Take panorama pictures and upload them to share with others.*



**Google Translate FREE**  
by Google, Inc.  
*Type to translate 90 languages. Use camera for instant text translation. Two-way speech translation in 40 languages.*

**Skitch – Snap. Mark Up. Send.**  
by Evernote FREE  
*See something that sparks an idea? Snap a picture, mark it up with simple tools and send it.*



**WiFi Photo Transfer FREE**  
by Voxeloid Kft.  
*Easily access your photo libraries via wifi from any computer with a web browser.*

**FieldLens FREE**  
by FieldLens, Inc.  
*Tool for connecting project teams for easier construction jobsite communication management, including realtime observations and automated daily reports to punch lists.*



## The ROI of Safety

### Cost of occupational injuries and deaths, 2012

Total cost to society:

**\$198.2 billion**

**\$11.0 billion** in employers' uninsured costs, which includes time to investigate injuries and write reports.

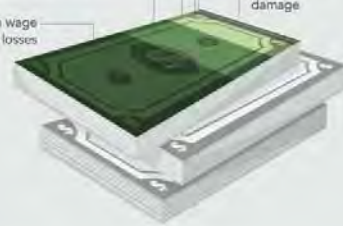
**\$36.5 billion** in administrative expenses

**\$3.2 billion** for fire losses

**\$55.7 billion** in medical costs

**\$2.2 billion** for vehicle damage

**\$89.6 billion** in wage and productivity losses



**\$1,400**  
= INJURY IMPACT PER WORKER

This includes the goods or services each worker must produce to offset the cost of work injuries. It is not the average cost of a work-related injury.

**\$39,000**

Cost per medically consulted injury, including estimates of wage losses, medical expenses, administrative expenses and employer costs



### How much?

Injuries can be costly. Here is a quick rundown of some of the more expensive injury types by average cost per workers' compensation claim from 2010 to 2011.

#### BY CAUSE OF INJURY:

Motor vehicle	\$69,508
Fall/slip	\$42,152
Burn	\$38,575

#### BY NATURE OF INJURY:

Amputation	\$66,811
Fracture/crush/dislocation	\$52,105
Other trauma	\$43,400

#### BY PART OF BODY:

Head/central nervous system	\$84,844
Neck	\$56,489
Multiple body parts	\$54,585

The average combined cost was **\$36,592** per claim.

Cost per death:

**\$1.42 MILLION**



Source: National Safety Council, "Sharp Facts," 2014 edition

## By the Numbers

28

# 67

The preliminary findings from the Census of Fatal Occupational Injuries (CFOI) conducted by the Arkansas Department of Labor in co-operation with the U.S. Department of Labor, Bureau of Statistics (BLS), reveal Arkansas had 67 work-related fatalities in 2014. The final results for 2014 will be released in the spring of 2016.

**8** workers were fatally injured due to contact with objects or equipment in 2014. 4 of these were caught in or compressed by equipment or machinery and the other 4 were struck by a falling object.



Occupational fatalities increased by **4%** from 2013 to 2014.



Falls resulted in **12** fatalities, including **3** from falls on the same level and **9** for falls to a lower level.



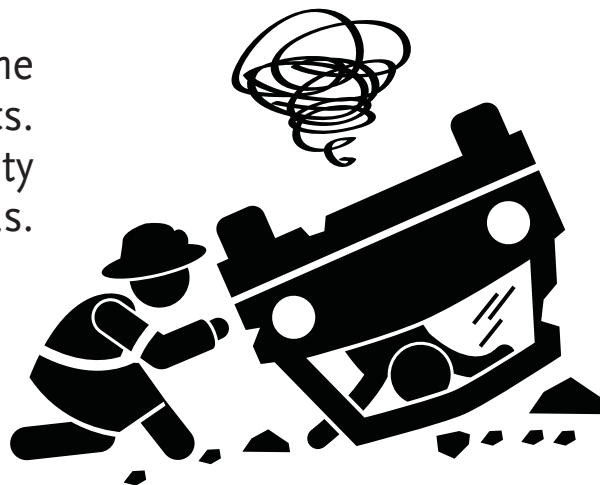
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**33** (49%) of the 67 fatal injuries were the result of transportation incidents. Transportation incidents led all fatality events for the 21<sup>st</sup> year in a row in Arkansas.

Nationally, the preliminary count of 4,679 fatal work injuries was up from a revised count of 4,585 in 2013. Arkansas was one of 24 states reporting higher numbers of fatal work injuries in 2014.



29

Men accounted for

**60**

(90%) of the fatal work injuries, while women accounted for

**7**

(10%).



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# Comings & Goings

30

## Job Changes

**Nabholz** recently promoted **Jonathan Davis** to the role of manager for the company's custom millwork and cabinetry operation. Jonathan has been with Nabholz for ten years, starting as a field carpenter, then working as a project engineer, and most recently serving as a superintendent for the company. Jonathan is Green Advantage Certified (GAC), OSHA 30 Hour Certified, and has earned a Health Care Construction Certificate from ASHE.

**Jonathan Euler** joined **Baldwin & Shell's** Industrial Services Team as a Project Coordinator. Jonathan brings with him a construction management degree from UALR and several years of experience in the construction industry.

With a degree in architecture from University of Arkansas, **Tiffany Henry** recently joined **Baldwin & Shell** as Building Information Modeling (BIM) coordinator.

Bringing 34 years of experience in construction and 18 years as a superintendent, **Charles Middleton** recently joined **Baldwin & Shell's** Construction Services Team of Superintendents.

Having grown up in neighboring Pea Ridge, **Juanita Torres** is excited to join **Baldwin & Shell's** Northwest Arkansas team as an Administrative Assistant.

After successfully completing the **Baldwin and Shell BUILD Program: Building Up Interns for Leadership and Development**, **Jeremy Breckling** was hired as a Project coordinator for the Central Arkansas Team.

**Matt Wooldridge**, LEED AP, has joined **Alessi Keyes** as Project Manager/Estimator.

**Chris Wright** has joined **Nabholz** as the new Director of Virtual Design. Based in Central Arkansas, Wright will implement virtual technologies and associated processes throughout the company. Wright will work with technologies that provide a significant value to Nabholz and its clients, such as computer models, laser scanners, robotic total stations, and virtual reality equipment. Wright holds a MBA in Finance and a B.S.E. in Electrical and Computer Engineering. He is a Licensed Professional Engineer, and a Certified Professional in Supply Management. He has also earned a Certificate of Management in Building Information Modeling (CM-BIM) from AGC.

**Nabholz** announces the promotion of two employees, **Craig Harris** and **Josh Thessing** to the role of Project Manager. Thessing is a third generation Nabholz employee. He started working part-time for Nabholz in 2006 while attending high school. In 2009, Thessing graduated from the University of Arkansas at Little Rock with a degree in construction management, combining the particular knowledge he gained on the jobsite with big picture planning and strategy skills. Harris was first introduced to the construction industry while working under his father, a master electrician. Harris went on to earn his construction management degree from the University of Arkansas at Little Rock. He joined the Nabholz team in February of 2014, working as a Project Engineer in Little Rock.



Bell



Breckling



Clements



Cone



Davis



Euler



Everett



Grumbine

**Danny Powell** has been promoted to the position of Account Executive Officer for **Travelers**. Earlier in his career, Danny was a Bond Field Supervisor for one of Traveler's predecessor companies, The St. Paul Fire & Marine Insurance Company. After returning to school to receive his masters, he served as Athletic Director and Associate Vice President of Student Affairs/Director of Career Services at Hendrix College for 12 years. Danny rejoined the Travelers underwriting team in 2014.

**Jonathan Everett** has been named the Kinco Constructor of the Year for 2015. He has been with **Kinco** for nearly ten years where he serves as a Superintendent.

**Jack Wallace** has joined **Kinco Constructors** as a Project Manager/Estimator. He is a 2005 graduate of the University of Arkansas at Little Rock where he majored in construction management.

**James Bell** joined **Baldwin & Shell** as Director of Business Development in Northwest Arkansas. James earned a degree in architecture from the University of Arkansas and has spent the previous 15 years working in business development and architecture.

**Kim Shumpert** joined **Baldwin & Shell** as Director of Business Development in Northeast Arkansas. Kim brings 15 years of public, private and non-profit experience.

With a degree in International Business and Finance from UALR, **Natalie Sorrells** recently joined **Baldwin & Shell's** Central Arkansas Team as a Project Assistant.

After a decade in the Air Force and three years as a project manager, **Don Werner** joined **Baldwin & Shell's** Northwest Arkansas Team to serve as a Project Manager.

With 11 years of experience at a local architectural firm, **Kyle Krennerich** joined **Baldwin & Shell's** Northeast Arkansas Team as a Project Coordinator.



## Company News

The **Manhattan Road & Bridge** and **Weaver-Bailey Construction** joint venture project of the Big Rock Interchange was featured in Road & Bridge Magazine's Top 10 Construction Projects of the Year.

The **Cone Group** and **Hart Construction** have formed a professional alliance to create **Hart Cone**. **Jimmy Cone** will serve as director of pre-construction services and **Adam Hart** will serve as president.

**Steve Forsgren** of **Forsgren, Inc.** and **Earl Mott** of **Garver** were inducted into the Arkansas Academy of Civil Engineering.

The Gary E. Bird Horizon Award was presented at the 35th IRMI Construction Risk Conference to **Jayne Mayo**, Physician Assistant and Wellness Director at **Nabholz Construction Corporation**. This award recognized Mayo for her innovative loss control program. Mayo created and implemented the award-winning "Building a Healthy Workplace" loss control program that focused on the caring aspect of leadership. This initiative has had significant impact on the organization's workers compensation costs since it was introduced. This award, sponsored by Travelers, is presented annually by IRMI to recognize a demonstrated commitment to improving construction risk management through the implementation of innovative, cost-effective, and efficient risk management techniques. Mayo was also recently bestowed the Arkansas Business Workplace Wellness Healthcare Hero award for developing an innovative corporate wellness program that has positively impacted the health of Nabholz employees and their family members.

**Mary Clements**, office manager for the Conway office of **Middleton Heat & Air**, was selected as one of the four recipients of the 2015 Women In Business awards from the Conway Area Chamber of Commerce.

**Hank Bray** of the **University of Arkansas** at Little Rock, **Ted Grumbine** of **Baldwin & Shell Construction Co.**, **Charlie Penix** of **Cromwell Architects Engineers** and **Mark Solberg** and **Adam Tullos** of **Nabholz Construction** are among the first 51 recipients of the AGC of America Lean Certificate of Management.



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